

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
<input type="checkbox"/>	UNCLASSIFIED	<input type="checkbox"/>	CONFIDENTIAL
<input type="checkbox"/>		<input type="checkbox"/>	SECRET
OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	DATE	INITIALS
1	Commander [redacted] Special Assistant/DCI		
2	Room 345, Old EOB		
3			
4			
5			
6			
<input type="checkbox"/>	ACTION	<input type="checkbox"/>	DIRECT REPLY
<input type="checkbox"/>	APPROVAL	<input type="checkbox"/>	DISPATCH
<input type="checkbox"/>	COMMENT	<input type="checkbox"/>	FILE
<input type="checkbox"/>	CONCURRENCE	<input type="checkbox"/>	INFORMATION
<input type="checkbox"/>		<input type="checkbox"/>	PREPARE REPLY
<input type="checkbox"/>		<input type="checkbox"/>	RECOMMENDATION
<input type="checkbox"/>		<input type="checkbox"/>	RETURN
<input type="checkbox"/>		<input type="checkbox"/>	SIGNATURE

Remarks:

**PRIORITY**Form No. 160  
1 Dec 56 Use Previous Editions (13)

FOLD HERE TO RETURN TO SENDER

FROM: NAME, ADDRESS AND PHONE NO.

DATE

Deputy Director for Administration

STAT 24 Hqs.

10 May 77

☐ UNCLASSIFIED☐ CONFIDENTIAL☐ SECRET

FORM NO. 237 Use previous editions

\*USGPO: 1976 - 202-953 (40)

CONFIDENTIAL

DDA 77-2673

10 May 1977

STAT

MEMORANDUM FOR:

[Redacted]

Special Assistant/DCI

FROM:

John F. Blake  
Deputy Director for Administration

REFERENCE:

Your handwritten note to DDA dtd 9 May 77, subj:  
DCI Panels

George:

1. This is an informal response on the matter of the Director's desire to meet with various representative groupings of Agency employees. I received your concept paper yesterday and now suggest that after you acquaint yourself with the contents of this memo and its attachments we get together to finalize an approach. My first thought as to logical groups for the Director to meet with are the several "Management Advisory Groups" in the Agency. There is one at the Agency level and its basic charter, together with a list of members, is found at Tab A. The group still continues and is under the cognizance of Ben Evans, the Executive Secretary. Each Directorate, in turn, has an advisory group. Again, for purposes of example, I have attached at Tab B, both the instruction of this Directorate's group (it used to be known as DDM&S as opposed to DDA today) establishing the group and also a listing of the current membership so you can get a feel for the age and grade distribution. At a third level, the office level, many offices also have such groups. To again give you a feel for this element, I have attached at Tab C, examples of such a group in the Office of Security and the Office of Personnel. Both these examples also give an age and grade distribution.

2. For purposes of commencing the exercise, I would suggest we give consideration to scheduling the Director, first, with the Agency MAG group and, after that, individual sessions with the groups from the four Directorates. We can then make an assessment and see where we go from there. I have, incidentally, several other ideas for different kinds of groups which we can discuss when we get together.

STAT

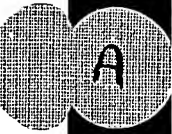
[Redacted]

John F. Blake

Atts

CONFIDENTIAL

Downgrade to .....A-140.....  
Upon Removal of Enclosure



# Headquarters EMPLOYEE BULLETIN

#337

19 December 1972

## THE MANAGEMENT ADVISORY GROUP

1. In June 1969, the Director established the Management Advisory Group (MAG) to provide an additional vehicle for advice and assistance. MAG reports to the Director via the Executive Director. This vertical communication on Agency-wide issues is outside of formal channels but in no way replaces command and staff assistance available to the Director.

2. MAG has no formal production responsibilities. Its primary purpose is to identify and make recommendations about issues and problems arising out of the Agency's organization and practices. Although most of the MAG effort relates to self-generated topics, the group does consider topics of current interest to management. In addition, MAG welcomes and has acted on suggestions from individuals. Some of the matters addressed by MAG have included personnel policies (fitness reports, promotion rates, and retirement procedures), management training for supervisors, the need for better communications between management and all employees (e.g., the State of the Agency Message), minority employment, and the possible duplication of some functions between directorates.

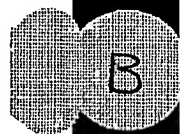
3. MAG is composed of fourteen officers who serve a one-year tour. There are three members selected from each directorate and two from the DCI area. The members are chosen from the age group 30 to 45 and from GS grades 12 through 16. Members have had experience in Agency-wide issues and activities or strong interest in these areas. The group meets for one all-day session and one or more evening sessions per month. MAG is free to request any speaker or written material pertinent to its work.

4. MAG solicits the views and suggestions of Agency employees. MAG is not the appropriate body to hear specific personal employee grievances since there are grievance procedures already available. Rather, MAG seeks ideas which would improve the quality of the Agency's performance by affecting its personnel, its structure and methods of operation, or its external relations. An employee wishing to make a suggestion should send it to MAG, 7-D-59 Headquarters Building, or contact a MAG member from his directorate. All contributions and their authorship will be kept confidential to the extent that the contributor desires.

5. Anyone interested in membership on MAG or anyone interested in contacting MAG members from his directorate can obtain additional information from his component administrative officer.

DISTRIBUTION: All Employees

**Page Denied**



( ) ADMINISTRATIVE - INTERNAL USE ONLY

STAT ORGANIZATION

15 JUN 1973

ESTABLISHMENT OF MANAGEMENT AND SERVICES  
ADVISORY GROUP

1. Effective 2 July 1973, there is established the Management and Services Advisory Group (MSAG). The purpose of MSAG is to identify and study issues and problems affecting plans, programs and actions of the Management and Services Directorate and to make recommendations to the DD/M&S on those problems studied thereby providing a forum for continuing dialogue between senior management and employees of this Directorate. While most of MSAG's efforts are self-generated, management-related suggestions from any employee in the Directorate are welcomed.

2. MSAG has no formal production responsibility, nor is it intended to replace existing formal command channels. Further, MSAG is not the appropriate body to hear specific personal grievances since there are grievance procedures already available. Rather, MSAG seeks to improve the efficiency of the Directorate and to improve the overall environment in which the employee works. To accomplish this, it may call on any employee in the Directorate to provide information or guidance.

3. MSAG is composed of ten officers, one from each of the functional offices and one from the Support Career Service. Members are selected generally from the age group 30 to 45 and from grades GS-11 through GS-14. The tour of participation is for one year, with one-half of those initially selected serving for six months. The Group selects its chairman and co-chairman, who serve for three-month terms. The co-chairman presides in the absence of the chairman and maintains a current working file on Group activities. Administrative and clerical support is provided by the DD/M&S Executive Office. The Group meets at least once each month, preferably during non-duty hours.

ADMINISTRATIVE - INTERNAL USE ONLY




ADMINISTRATIVE - INTERNAL USE ONLY

-2-

4. Nominees for participation in MSAG should be forwarded to the DD/M&S no later than 20 June 1973. A brief narrative statement about the nominee's qualifications, an updated biographic profile and a recent photograph of the employee should be included when making the nomination. Only one nomination from each office is required. Nominees for an initial term of six months beginning 2 July 1973 are to be made by the Offices of Communications, Finance, Logistics, Medical Services and Personnel. These offices will submit replacement nominations by 15 December 1973 and each year thereafter. The Offices of Security, Training, Joint Computer Support, Planning, Programming and Budgeting and the Support Career Service will make nominations for one year beginning 2 July 1973. These components will submit replacement nominations by 15 June each year thereafter.

STAT

  
Deputy Director  
for  
Management and Services

**Page Denied**



~~CONFIDENTIAL~~

~~ADMINISTRATIVE — INTERNAL USE ONLY~~

28 August 1973

OFFICE OF SECURITY DIRECTIVE NO. 73-12

FOR : All Office of Security Employees

SUBJECT: Security Management Advisory Group

1. As an integral part of its Management and Career Development Programs, the Office of Security will establish, as of 4 September 1973, a new Security Management Advisory Group (MAG). Simultaneously, the previously constituted Long Range Planning Group (LRPG) and the Advisory Management Group (AMG) will be disbanded. Designed to aid and complement the formal management machinery of the Office, the MAG will conduct studies of problems and issues affecting the overall functioning of the Office of Security. It will recommend courses of action to the Director or Deputy Director of Security with whom it will meet at least once a month for "feedback" sessions. The topics that will occupy MAG's attention will be partly self-generated and partly items referred to it by the Director of Security who will look to MAG as a combination study group, research unit, think tank, and sounding board on management and policy matters.

2. The MAG will have no formal production responsibility, nor is it intended to replace existing formal command channels. Further, MAG is not an appropriate body to hear specific individual personal grievances nor to perform in an internal "Inspector General" role.

3. It is hoped and anticipated that the MAG will produce these benefits to the OS Management and Career Development Programs:

- A better dialogue between Office managers and personnel with varied backgrounds and perspectives.

~~ADMINISTRATIVE — INTERNAL USE ONLY~~

~~CONFIDENTIAL~~



~~ADMINISTRATIVE -- INTERNAL USE ONLY~~

- An opportunity for line personnel to deal with broad Office issues in the policy and management areas.
- A chance for more ideas to surface regarding both Office problems and possible solutions.
- A general widening of two-way communication channels on an Office-wide basis.

4. The MAG will consist of twelve members, four from each Office Directorate. The members will be nominated by Division and Branch Chiefs of the Office and generally will serve a one-year term. Initially, six members of the original LRP/AMG Groups will serve on the new Security Management Advisory Group for four months to assure continuity and to assist future rotation. The MAG will select its own Chairman, Co-Chairman, and Recording Secretary and it will meet at least once a month.

5. The following members are hereby appointed to the Group for the terms indicated:

Term Ending 30 December 1973

Term Ending 30 June 1974

25X1

6. Created out of a philosophy favoring participative management, the Security Management Advisory Group is being counted on to perform a significantly useful function. Reports on its future activities will be found in subsequent Office issuances.

25X1

Acting Director of Security

~~ADMINISTRATIVE -- INTERNAL USE ONLY~~

CONFIDENTIAL

11 April 1977

OFFICE OF SECURITY NOTICE NO. 09

FOR: All Office of Security Employees

FROM: Robert W. Gambino  
Director of Security

SUBJECT: Security Management Advisory Group (SMAG)

1. This notice will remind Office of Security employees of the purpose and accomplishments of the Security Management Advisory Group. The Group, in existence since 1973, serves as an independent sounding board, study group, and research unit which complements formal management. SMAG serves as an employee-oriented group, operating outside regular command channels and providing a direct, informal, and confidential channel wherein employees may convey their ideas to or about management.

2. The record of SMAG with respect to innovation is good. The following is a partial listing of policy or procedural changes adopted by the Director of Security after SMAG deliberations and recommendations:

- a. Elimination of the secondary, after-hours security check, commonly known as the "zone check."
- b. Preparation of a Clerical Position Book.
- c. Revision, updating, and format change of the Professional Position Book.
- d. Clarification of the use of vacancy notices.
- e. Revision of the Assignment Preference Form.
- f. Clarification of the purpose and use of the "Move List."


g. Establishment of voluntary procedures for employees to obtain "annual category ranking status."

h. Revision of Office QSI policy.

i. Reorganization of the Clerical Career Board.

3. Continued success and effectiveness of SMAG depends on you, the individual employee, bringing issues and problems to the Group's attention. Your suggestion or contribution is welcome, and SMAG guarantees all comments will be considered to determine if action by the Group is appropriate. Contact any SMAG member to initiate action on your idea or proposal. A current list of SMAG members can be found on the inside cover of the Office of Security Telephone Directory.

25X1

  
Robert W. Gambino

ADMINISTRATIVE - INTERNAL USE ONLY

**Page Denied**



ADMINISTRATIVE - INTERNAL USE ONLY


6 September 1973

OFFICE OF PERSONNEL NOTICE NO. 20-73-7

SUBJECT: Charter for the Office of Personnel Advisory Group

1. There is attached to this notice a copy of the newly-devised charter for the Office of Personnel Advisory Group (OPAG). I believe groups such as OPAG can play active and substantive roles within the total framework of Agency management. This can be accomplished in various ways such as assisting in the whole communications process between employees and management, by recommendations emanating from their experience and initiative, as well as their thoughtful consideration and critique of problems or issues called to their attention.

2. By mutual agreement of OPAG and the Director of Personnel's Office, it was decided that their role would be enhanced and their opportunity to play a meaningful part in our organizational life would be aided if there existed a charter. I urge all members of the Personnel Career Service both to familiarize themselves with it and to make members of the OPAG aware of their feelings on any matter which is common to all of our interests.

  
John F. Blake  
Director of Personnel

Att

ADMINISTRATIVE - INTERNAL USE ONLY

CHARTER FOR THE OFFICE OF PERSONNEL  
ADVISORY GROUP

This administrative instruction sets forth guidelines for the operation of the Office of Personnel Advisory Group.

1. Background

A Junior Advisory Panel (JAP) composed of junior personnel officers has been in operation since early 1970 and has existed on an informal basis at the pleasure of the Director of Personnel. The purpose of this charter is to create a formal relationship between the Director of Personnel and a panel which shall be known as the Office of Personnel Advisory Group (OPAG).

2. Responsibilities

The advisory Group's two main concerns are the Personnel Career Service and personnel management. The Advisory Group will concern itself primarily with matters pertaining to the Office of Personnel, but it will not limit itself strictly to this area since items which it might cover could have Directorate and/or Agency-wide implications. The Advisory Group will:

- A. Serve as a sounding board for the Director of Personnel so that he can task for viewpoints and ideas from MP Officers relating to the MP Career Service and to OP Management policies.
- B. Identify issues or problems and initiate independent research efforts toward formulating solutions for consideration by the Director of Personnel.
- C. Review current procedures in all phases of personnel management and recommend to the Director of Personnel new ways of doing things in order to improve efficiency and effectiveness.
- D. Perform other related services as directed by the Director of Personnel.

The Director of Personnel will support OPAG in the performance of the responsibilities outlined by this charter.

3. Eligibility, Selection of Membership and Terms of Office

A. Eligibility

All MP careerists, GS-09 through GS-13, who have had a minimum of two years experience as MP careerists ~~and who are not over age 30~~ are eligible for membership on the Advisory Group. (to be deleted)

B. Selection

As vacancies occur, the Advisory Group will nominate suitable candidates to fill the vacancies. The Advisory Group chairperson will then contact the individuals nominated and invite them to become members. The chairperson will notify the Director of Personnel of changes in membership.

C. Membership

The Panel shall consist of eight members.

D. Term of Office

A term of office shall be one year from date of acceptance of membership. Exception: Where a member is selected to complete a prior member's term, the new member will serve the remainder of the term plus one year. Multiple terms of service on the Advisory Group are permissible but they may not be consecutive.

4. OPAG Officers, Terms of Office and Responsibilities

The membership of the Advisory Group will select a chairperson to serve a <sup>six</sup> ~~three~~-month term. The chairperson will be responsible for identifying the times and places of meetings, conducting all official meetings, and representing the Advisory Group to the Director of Personnel. Members of the Advisory Group will serve as recording secretary on a rotational basis. The duties of the secretary will be to take, write and distribute the minutes of the meetings to the membership. Members of the Group will select, on a permanent or rotational basis, as they see fit, one of their number to serve as editor. The duties of the editor will be to edit and prepare in final form all reports, papers or recommendations which are submitted to the Director of Personnel.

5. Times, Places and Manner of Meeting

The Panel will meet at least once a week at a time and place designated by the chairperson.

The Director and Deputy Director of Personnel will be invited to attend Advisory Group meetings at their convenience.

6. Charter Amendments

This Charter may be amended by majority vote of the membership, subject to final approval by the Director of Personnel.

7. Addendum

The addendum of this administrative instruction sets forth the present membership and their terms of office.

**Page Denied**

REFERENCE

OFFICE OF THE DIRECTOR

Date: *9 May 77*

STAT

TO:

FROM:

SUBJECT:

*Del Panels*

REMARKS:

*Jack - attached is rough  
sketch of a possible mechanism  
for the panels we discussed.  
Suggest it be thrown in  
with any others and we  
pick the best parts of each.*

STAT

A  
C  
T  
I  
O  
N

9 May 1977

DCI Panels  
One Approach

1. Purpose and Concept. To generate ideas for the improvement of the CIA. Small groups (representative cross-sections of CIA personnel) meet with a monitor/facilitator to develop and present to the DCI a slate of recommendations for actions which should be taken to improve the CIA or its product. Ideas must be beneficial not just for the sake of change.

2. Mechanism.

o Groups

- 10 - 20 persons
- some selected for homogeneous interests, others for heterogeneous interests.
- 1-2 facilitators per group. Main job to keep group on track and direct toward ideas that are really relevant and beneficial.

o Meetings

- structured, with good explanation of purpose by monitor/facilitator.
- group meets for 2-5 consecutive days full-time. (first few groups' duration will be judged by monitor, then a best duration set for remaining groups).

o Action Board

- responsibilities:

- o provides monitor
- o monitors preparations
- o monitors group meetings keeping record of ideas, etc.
- o assists groups to prepare their ideas for presentation to DCI (ensures presentation is succinct; high quality).



- o staffs ideas approved by DCI with cognizant section of Agency for their ideas, recommendations, suggestions for implementation, etc.

- o Oversees implementation of ideas

- establishes milestones
- ensures feedback both to the group which originated the idea and to rest of Agency.

- Board consists of both young chargers and more experienced personnel with a sense of organizational continuity.

#### 0 Schedule

- Group assembles briefly 1-2 days prior to first meeting to be instructed on objectives and to have time to think about what they want to do; to be prepared to be off and running at first meeting.
- Group meets for 2-5 days.
- On last day, group meets with DCI for up to one hour to present recommendations and rationale. Action Board and group monitor also present.
- Target initially on 4-6 weeks turnaround time, i.e., approved ideas fully implemented with results fed back to group/Agency within 4-6 weeks. New group not convened before majority of 1st group's ideas implemented (determined by saturation point of Action Board).